

16 November 1979

MEMORANDUM FOR: D/DCI/RM

FROM: [REDACTED]

D/PBO/RM

SUBJECT: Study Plan

1. In your memorandum of 13 November you called for comments by c.o.b. 14 November. In order to meet that suspense, and still maintain momentum on other work, I gave [REDACTED] each PBO Program Monitor's response in the form in which I received it.

2. The purpose of this memorandum is to add to those individual comments and perhaps provide something of an overview.

3. As I read your memo I got the impression that the specific tasks you outlined were more of a "let's wrap up what we've had under way" program than a brand new study plan. If so, I think it an appropriate transitional step. I also like the context that [REDACTED] offered in his response to you. I would add a couple of things to that context:

- o We have, in hand, a full menu of studies asked for by the Congress in their various reports. I feel that PAO analysts, and the PAO study plan, ought to include these as a major element of their efforts.
- o One very important function that PAO analysts can perform, in addition to conducting in-house or driving contract studies, is to assume an active participation in studies conducted around the Community. Often a study effort yields its greatest return in the contacts made and the insights gained as participants interact--not through reading the final report.
- o I also see a need for inviting the Community to participate in studies we initiate. If carefully done, we can designate the subject, develop the Terms of Reference, and designate the Community representatives who ought to participate. This could provide a much needed coordinating and representational function in addition to expanding the analytical efforts possible to undertake.

STATINTL

All portions of this
memo are UNCLASSIFIED